

ANA Group Announces Restructuring of its Multi-Brand Strategy

~Leveraging AirJapan's Expertise and Resources to Expand the ANA Brand~

TOKYO, Oct. 30, 2025 – While planning its next medium-term strategy, ANA Group has decided to restructure its brand strategy. This decision is aimed at maximizing the entire Group's profitability and competitiveness while flexibly responding to recent changes in the business environment.

Since 2024, ANA Group has been working to capture global passenger demand through a multi-brand strategy using three brands.

- The ANA brand has focused on expanding its profitability by capturing robust international demand, launching routes such as Haneda-Stockholm, Milan, and Istanbul from the end of 2024.
- The Peach brand has expanded its network, primarily on Kansai-Asia routes, driven by strong leisure and inbound demand.
- The AirJapan brand has steadily captured inbound demand and other opportunities by launching routes such as Narita-Bangkok, Narita-Seoul, and Narita-Singapore since 2024.

Meanwhile, the global environment has seen changes such as the prolonged war in Ukraine and aircraft delivery delays, with concerns that these issues will continue.

In addition, ANA Group is managing the AOG (※1) situation regarding its Boeing 787 aircraft. To optimize the allocation of the Group's resources, ANA Group have decided to suspend the AirJapan brand. Its aircraft and human resources will be consolidated into the ANA brand's operations to expand its international business.

Furthermore, AirJapan, the operating company that has managed flights for both the ANA and AirJapan brands, will continue to contribute to ANA Group's international business by operating ANA brand international flights, leveraging its high standard of operational quality.

With this change, ANA Group will transition to a dual-brand strategy composed of the ANA and Peach brands starting in fiscal year 2026, strengthening the overall Group's profitability and competitiveness.

Future operations under the AirJapan brand will be as follows.

Final Operation Date

Route	Flight number	Final Operation date (※2)
Narita - Seoul	NQ121	28 March 2026
Seoul - Narita	NQ122	28 March 2026
Narita – Bangkok	NQ001	28 March 2026
Bangkok – Narita	NQ002	29 March 2026
Narita – Singapore	NQ003	28 March 2026
Singapore – Narita	NQ004	29 March 2026

※1 AOG=Aircraft On the Ground

※2 Subject to relevant regulatory/government approvals.

ANA Group will continue to work together as one to provide our customers with a safe, secure, and comfortable air travel experience.

[Future Structure of International Operating Companies and Brands]

Multi-Brand Strategy		➔	Dual-Brand Strategy	
Operation Company	Brand	Prolonged conflict in Russia/Ukraine + Aircraft delivery delays and AOG	Operation Company	Brand
All Nippon Airways			All Nippon Airways	
AirJapan	Full service  Hybrid		AirJapan	
Peach Aviation	 Low cost		Peach Aviation	 Low cost

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About ANA HOLDINGS

ANA HD was established in 2013 as the largest airline group holding company in Japan, comprising 71 companies. It offers three distinct airline brands: ANA, Peach, the leading LCC in Japan, and AirJapan, launched in 2024 for international routes covering Asia.

ANA's legacy of superior service has earned SKYTRAX's 5-Star rating every year since 2013, making it the only Japanese airline to win this prestigious designation for 12 consecutive years.

In 2025, ANA was honored with FlightGlobal's Executive Leadership: Asia-Pacific Award for its visionary leadership and strategic growth.

ANA is also a four-time recipient of the ATW Airline of the Year award, recognized for excellence in aviation.

ANA HD has been selected as a member of the Dow Jones Sustainability World Index list for eight consecutive years and the Dow Jones Sustainability Asia Pacific Index list for nine consecutive years.

For more information about ANA and ANA HD, please visit: <https://www.ana.co.jp/group/en/>

For more information about ANA Strategic Research Institute Co., Ltd., please visit: <https://www.anahd.co.jp/group/ari/>